



DEPARTMENT OF THE ARMY

U.S. Army Corps of Engineers
WASHINGTON, D.C. 20314-1000

REPLY TO
ATTENTION OF:


CEHR-C

13 MAR 1998

MEMORANDUM FOR Commanders/Directors, Major Subordinate Commands,
Laboratories and Separate Operating Activities, and
Directors and Office Chiefs, HQUSACE

SUBJECT: Clarification of Developmental Assignments

1. Commanders, directors, and civilian supervisors and managers are responsible for developing subordinates. This can take many forms, both formal and informal. To ensure there is no confusion, I would like to clarify my expectations concerning developmental assignments at all levels.
2. Candidates in formal developmental programs (e.g., CP18 Executive Development Program) have competed for the opportunity to be in the program. These individuals will have approved individual development plans (IDP) in accordance with the requirements of the specific program. When their IDP requirements match a position you desire to temporarily fill, you can negotiate directly with the candidate to establish an assignment without further competition.
3. Sometimes opportunities exist to provide developmental assignments when candidates in formal development programs are not available. At the GS-14 and 15 levels, commanders should ensure full and open competition is afforded to all interested and eligible candidates in accordance with our corporate selection policy. The area of consideration should be broad enough to ensure a number of candidates will be in the candidate pool. This may mean opening up the announcement beyond your own organization or activity. For developmental opportunities below the GS-14 level, commanders should consider adopting this same philosophy of open competition in order to ensure we truly are developing our people equitably.
4. Under no circumstances should a CP18 EDP candidate, or other executive development program candidate, be placed in vacant SES level positions. Current SES members or general officers should be dual-hatted. While I expect and encourage employees to be properly developed, this must be accomplished without giving preferential treatment to anyone. Competition is key to ensure we fully and fairly consider everyone.


JOE N. BALLARD
Lieutenant General, USA
Commanding